



**Friends of
Moorfields
Eye Hospital**



TRUSTEE CODE OF CONDUCT

Approved 10th December 2025

Friends of Moorfields (hereafter referred to as “**The Friends**” or “**organisation**”) expects all of its trustees to (i) to be a member of The Friends and (ii) abide by the fundamental values that underpin all activities of this organisation as follows.

Our values

Accountability

Everything The Friends does will be able to stand the test of scrutiny by the public, the media, the Charity Commission, members, stakeholders, funders, parliament and the courts.

Integrity and honesty

These will be the hallmarks of all conduct when dealing with colleagues within The Friends and equally when dealing with individuals and institutions outside it.

Transparency

The Friends strives to maintain an atmosphere of openness throughout the organisation to promote confidence of the public, stakeholders, staff, charity regulators and parliament. Additionally, all trustees must agree to the following points.

Law, mission, policies

To act in accordance with, and abide by, all the governing documentation, including the policies and procedures of the organisation.

To act in accordance with and abide by all laws and regulations including as regards any aspect of the role of trustee.

To support the objects and mission of The Friends and act as their guardian and champion.

To develop and maintain an up-to-date knowledge of The Friends and the environment in which is operates.

Conflicts of interest

Trustees must always strive to act in the best interests of the organisation as a whole and not as a representative of any group. They must always consider what is best for The Friends and its present and future beneficiaries.

Trustees must declare any conflict of interest, or any circumstance that might be viewed by others as a conflict of interest, as soon as it arises.

Individual trustees must submit to the judgment of the board and do as it requires regarding potential conflicts of interest.

Person to person

Trustees must strive to establish respectful, collegial and courteous relationships.

Where a trustee is also a volunteer with the organisation, they must maintain a separation between their role as a trustee and as a volunteer.

Protecting the organisation's reputation

Trustees must not make public comments about the organisation unless authorised to do so by the Chief Executive. Any public comments made about The Friends must be approved and must be in line with organisational policy, whether made as an individual or as a trustee.

When speaking as a trustee of the organisation, any comments must reflect current organisational policy even when these do not agree with an individual trustee's personal views.

When speaking in the capacity as a private citizen, trustees must strive to uphold the reputation of the organisation and those who work in it.

All trustees must respect organisational, board and individual confidentiality.

Personal gain

Trustees will not personally gain, materially or financially, from their role as trustee, unless specifically authorised to do so in accordance with the Constitution, nor may they permit others to do so as a result of their actions or inactions.

Trustees must use organisational resources responsibly. Any expenses must be documented and trustees may seek reimbursement according to procedure.

Trustees must not accept gifts or hospitality without the prior consent of the Chair of The Friends and in accordance with the Constitution.

In the boardroom

It is the trustees' collective responsibility to ensure that The Friends is well run. Individual trustees must raise issues and questions in an appropriate and sensitive way to ensure that this is the case.

Trustees must abide by board governance procedures, policies, guidelines and practices.

Board meetings for each year will be scheduled not less than 3 (three) months prior to the end of the previous year.

Trustees must strive to attend all board meetings, wherever possible in person, and commit to attend at least:

Number of scheduled board meetings per year	Percentage attendance of board meetings required
4 meetings or more	75%
Less than 4 meetings	50%

of the meetings per year (exceptional circumstances leading to absence will be considered by the board including any meetings which are re-scheduled for any reason). If unable to attend a meeting the trustee must send their apologies in advance of the relevant meeting to the Chair.

Trustees must not miss two consecutive Annual General Meetings (“**AGM**”) unless there are exceptional circumstances (as above). If unable to attend an AGM the trustee must send their apologies in advance of the relevant AGM to the Chair.

Trustees must familiarise themselves with the agenda and other information sent in good time prior to the relevant meeting and be prepared to debate and vote on agenda items during the meeting.

Trustees must honour the authority of the Chair and respect his or her role as meeting leader. They must engage in debate and voting in meetings according to procedure, maintaining a respectful attitude toward the opinions of others while making their voice heard.

Trustees must accept a majority board vote on an issue as decisive and final.

Trustees must maintain confidentiality about what goes on in the boardroom unless authorised by the Chair board to speak of it.

Standing committees and working groups

Trustees must carefully consider where their skills can best be used for the benefit of the organisation. Where appropriate, having due regard to their skills and interests, trustees should join one or more relevant standing committees or working groups.

Enhancing governance

Trustees must participate in induction, training and development activities for trustees, and continue to seek ways to improve board governance practice.

Trustees should strive to identify good candidates for trusteeship and appoint new trustees, on the basis of merit, and as set out in agreed procedures.

Trustees should support the chair in his/her efforts to improve his/her leadership skills. They should support the Chief Executive in his/her executive role and collectively, seek development opportunities for him/her.

Leaving the board

Substantial breach of any part of this code may result in a trustee's removal from the trustee board.

Trustees will be appointed for a 3 (three) year period and may stand for re-election 2 (two) further times. Trustees will stand down after a maximum of 9 (nine) years unless there are exceptional circumstances (approved collectively by the board and declared in writing in the relevant annual trustee report) in which they are asked to continue.

Should any trustee wish to resign from the board they must inform the Chair in advance of such resignation in writing, stating reasons for resigning. Additionally, such trustee should participate in an exit interview.



**Friends of
Moorfields
Eye Hospital**



ROLE DESCRIPTION FOR A TRUSTEE

Trustee of Friends of Moorfields

The duties of a trustee are as follows.

- Ensuring that the organisation pursues its stated objects (purposes), as defined in its governing document, by developing and agreeing a long-term strategy
- Ensuring that the organisation complies with its constitution, charity law, and any other relevant legislation or regulations
- Ensuring that the organisation applies its resources exclusively in pursuance of its charitable objects (ie the charity must not spend money on activities that are not included in its own objects, however worthwhile or charitable those activities are) for the benefit of the public
- Ensuring that the organisation defines its goals and evaluates performance against agreed targets
- Safeguarding the good name and values of the organisation
- Ensuring the effective and efficient administration of the organisation, including having appropriate policies and procedures in place
- Ensuring the financial stability of the organisation
- Protecting and managing the property of the charity and ensuring the proper investment of the charity's funds
- Following proper and formal arrangements for the appointment, supervision, support, appraisal and remuneration of the chief executive

In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the board of trustees reach sound decisions. This may involve scrutinising board papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives, or other issues in which the trustee has special expertise.

Person specification

- A commitment to the organisation
- A willingness to devote the necessary time and effort
- Strategic vision
- Good, independent judgement

- An ability to think creatively
- A willingness to speak their mind
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- An ability to work effectively as a member of a team
- A commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Constitution of The Friends of Moorfields Eye Hospital CIO

Date of constitution (last amended):

19th February 2020

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1. Name

The name of the Charitable Incorporated Organisation is "The Friends of Moorfields Eye Hospital" ("The Friends").

2. National location of principal office

The Friends must have a principal office in England or Wales. The principal office of The Friends is in England.

3. Objects

The objects of The Friends are:

- To relieve sickness and promote health in the patients and former patients of Moorfields Eye Hospital ("Moorfields ") and the public in general by supporting, for the public benefit, the charitable work of Moorfields (including its work with related clinics, centres, research facilities and other units, and with partner organisations in the United Kingdom) as a world centre of excellence in vision and ophthalmology in particular but not exclusively by providing or assisting with the provision of facilities, support, services, accommodation, staff, resources and equipment, for the purpose of improving the outcomes and/or enhancing the experience of the patients of Moorfields and their visitors.

4. Powers

The Friends have power to do anything which is calculated to further their objects or which is conducive or incidental to doing so. In particular, The Friends' powers include power to:

- (1) Provide or assist in the provision of amenities for the patients, visitors and staff of Moorfields, including:
 - a) to set up and/or run shops and mobile trolley services;
 - b) to provide and/or assist with the provision of events and exhibitions;
 - c) to recruit, train, manage, supervise and/or support volunteers at Moorfields;
 - d) to provide and/or assist with the provision of information and educational material to inform the public about eye health and/or the facilities available at Moorfields;
- (2) supplement the facilities and services provided at Moorfields for the treatment, health, welfare and experience of its patients and the accommodation of their supporters, including:
 - a) to provide or assist with the provision of any such buildings, fixtures, fittings and/or equipment; and/or

b) to fund or assist with the funding of any such staff

as may be necessary or desirable for any of these purposes;

- (3) supplement the resources available for the education and training of staff at Moorfields by the provision of equipment and facilities;
- (4) invite and receive contributions by way of subscription, donation, fundraising activity, legacy or otherwise;
- (5) borrow money and to charge the whole or any part of its property as security for the repayment of the money borrowed. The Friends must comply as appropriate with sections 124 and 125 of the Charities Act if it wishes to mortgage land;
- (6) buy, take on lease or in exchange, hire or otherwise acquire any property and to maintain and equip it for use;
- (7) sell, lease or otherwise dispose of all or any part of the property belonging to The Friends. In exercising this power, The Friends must comply as appropriate with sections 117 and 119-123 of the Charities Act;
- (8) employ and remunerate such staff as are necessary for carrying out the work of The Friends. The Friends may employ or remunerate a charity trustee only to the extent that it is permitted to do so by clause 6 (Benefits and payments to charity trustees and connected persons) and provided it complies with the conditions of those clauses;
- (9) deposit or invest funds, employ a professional fund-manager, and arrange for the investments or other property of The Friends to be held in the name of a nominee, in the same manner and subject to the same conditions as the trustees of a trust are permitted to do by the Trustee Act 2000.

5. Application of income and property

- (1) The income and property of The Friends must be applied solely towards the promotion of the objects.
 - a) A charity trustee is entitled to be reimbursed from the property of The Friends or may pay out of such property reasonable expenses properly incurred by him or her when acting on behalf of The Friends.
 - b) A charity trustee may benefit from trustee indemnity insurance cover purchased at The Friends' expense in accordance with, and subject to the conditions in, section 189 of the Charities Act.
- (2) None of the income or property of The Friends may be paid or transferred directly or indirectly by way of dividend, bonus or otherwise by way of profit to any member of The Friends. This does not prevent a member who is not also a charity trustee receiving:
 - (a) a benefit from The Friends as a beneficiary of The Friends;
 - (b) reasonable and proper remuneration for any goods or services supplied to The Friends.

- (3) Nothing in this clause shall prevent a charity trustee or connected person receiving any benefit or payment which is authorised by clause 6 (Benefits and payments to charity trustees and connected persons).

6. Benefits and payments to charity trustees and connected persons

(1) General provisions

No charity trustee or connected person may:

- (a) buy or receive any goods or services from The Friends on terms preferential to those applicable to members of the public;
- (b) sell goods, services, or any interest in land to The Friends;
- (c) be employed by, or receive any remuneration from, The Friends;
- (d) receive any other financial benefit from The Friends;

unless the payment or benefit is permitted by sub-clause (2) of this clause, or authorised by the court or the Charity Commission ("the Commission"). In this clause, a "financial benefit" means a benefit, direct or indirect, which is either money or has a monetary value.

(2) Scope and powers permitting trustees' or connected persons' benefits

- (a) A charity trustee or connected person may receive a benefit from The Friends as a beneficiary of The Friends provided that it is available generally to the beneficiaries of The Friends.
- (b) A charity trustee or connected person may enter into a contract for the supply of services, or of goods that are supplied in connection with the provision of services, to The Friends where that is permitted in accordance with, and subject to the conditions in, sections 185 to 188 of the Charities Act.
- (c) Subject to sub-clause (3) of this clause a charity trustee or connected person may provide The Friends with goods that are not supplied in connection with services provided to The Friends by the charity trustee or connected person.
- (d) A charity trustee or connected person may receive interest on money lent to The Friends at a reasonable and proper rate which must be not more than the Bank of England bank rate (also known as the base rate).
- (e) A charity trustee or connected person may receive rent for premises let by the trustee or connected person to The Friends. The amount of the rent and the other terms of the lease must be reasonable and proper. The charity trustee concerned must withdraw from any meeting at which such a proposal or the rent or other terms of the lease are under discussion.
- (f) A charity trustee or connected person may take part in the normal trading and fundraising activities of The Friends on the same terms as members of the public.

(3) Payment for supply of goods only - controls

The Friends and its charity trustees may only rely upon the authority provided by sub-clause (2)(c) of this clause if each of the following conditions is satisfied:

- (a) The amount or maximum amount of the payment for the goods is set out in a written agreement between The Friends and the charity trustee or connected person supplying the goods ("the supplier").
- (b) The amount or maximum amount of the payment for the goods does not exceed what is reasonable in the circumstances for the supply of the goods in question.
- (c) The other charity trustees are satisfied that it is in the best interests of The Friends to contract with the supplier rather than with someone who is not a charity trustee

or connected person. In reaching that decision the charity trustees must balance the advantage of contracting with a charity trustee or connected person against the disadvantages of doing so.

- (d) The supplier is absent from the part of any meeting at which there is discussion of the proposal to enter into a contract or arrangement with him or her or it with regard to the supply of goods to The Friends.
 - (e) The supplier does not vote on any such matter and is not to be counted when calculating whether a quorum of charity trustees is present at the meeting.
 - (f) The reason for their decision is recorded by the charity trustees in the minute book.
 - (g) A majority of the charity trustees then in office are not in receipt of remuneration or payments authorised by this clause.
- (4) In sub-clauses (2) and (3) of this clause:
- (a) "The Friends" includes any company in which The Friends:
 - i. holds more than 50% of the shares; or
 - ii. controls more than 50% of the voting rights attached to the shares; or
 - iii. has the right to appoint one or more directors to the board of the company.
 - (b) "connected person" includes any person within the definition set out in clause 31 (Interpretation).

7. Conflicts of interest and conflicts of loyalty

- (1) A charity trustee must:
- (a) declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement with The Friends or in any transaction or arrangement entered into by The Friends which has not previously been declared; and
 - (b) absent himself or herself from any discussions of the charity trustees in which it is possible that a conflict of interest will arise between his or her duty to act solely in the interests of The Friends and any personal interest (including but not limited to any financial interest).
- (2) Any charity trustee absenting himself or herself from any discussions in accordance with this clause must not vote or be counted as part of the quorum in any decision of the charity trustees on the matter.

8. Liability of members to contribute to the assets of The Friends if it is wound up

If The Friends is wound up, the members of The Friends have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.

9. Membership of The Friends

(1) First Members

The members of Friends Association for the time being shall automatically become the first members of The Friends.

(2) Admission of new members

(a) Eligibility

Membership of The Friends is open to anyone who is interested in furthering its purposes, and who, by applying for membership, has indicated his, her or its

agreement to become a member and acceptance of the duty of members set out in sub-clause (4) of this clause.

A member may be an individual, a corporate body, or an individual or corporate body representing an organisation which is not incorporated.

(b) Admission procedure

The charity trustees:

- I. may require applications for membership to be made in any reasonable way that they decide;
- II. may refuse an application for membership if they believe that it is in the best interests of The Friends for them to do so;
- III. shall, if they decide to refuse an application for membership, give the applicant their reasons for doing so, within 21 days of the decision being taken, and give the applicant the opportunity to appeal against the refusal; and
- IV. shall give fair consideration to any such appeal, and shall inform the applicant of their decision, but any decision to confirm refusal of the application for membership shall be final.

(3) Transfer of membership

Membership of The Friends cannot be transferred to anyone else except in the case of an individual or corporate body representing an organisation which is not incorporated, whose membership may be transferred by the unincorporated organisation to a new representative. Such transfer of membership does not take effect until The Friends has received written notification of the transfer.

(4) Duty of members It is the duty of each member of The Friends to exercise his or her powers as a member of The Friends in the way he she or it decides in good faith would be most likely to further the purposes of The Friends.

(5) Termination of membership

(a) Membership of The Friends comes to an end if:

- i. the member dies, or, in the case of an organisation (or the representative of an organisation) that organisation ceases to exist; or
- ii. the member sends a notice of resignation to the charity trustees; or
- iii. any sum of money owed by the member to The Friends is not paid in full within six months of its falling due; or
- iv. the charity trustees decide that it is in the best interests of The Friends that the member in question should be removed from membership, and pass a resolution to that effect.

(b) Before the charity trustees take any decision to remove someone from membership of The Friends they must:

- i. inform the member of the reasons why it is proposed to remove him, her or it from membership;
- ii. give the member at least 21 clear days notice in which to make representations to the charity trustees as to why he, she or it should not be removed from membership;
- iii. at a duly constituted meeting of the charity trustees, consider whether or not the member should be removed from membership;

- iv. consider at that meeting any representations which the member makes as to why the member should not be removed; and
- v. allow the member, or the member's representative, to make those representations in person at that meeting, if the member so chooses.

(6) Membership fees

The Friends may require members to pay reasonable membership fees to The Friends.

10. Members' decisions

(1) General provisions

Except for those decisions that must be taken in a particular way as indicated in sub-clause (4) of this clause, decisions of the members of The Friends may be taken either by vote at a general meeting as provided in sub-clause (2) of this clause or by written resolution as provided in sub-clause (3) of this clause.

(2) Taking ordinary decisions by vote

Subject to sub-clause (4) of this clause, any decision of the members of The Friends may be taken by means of a resolution at a general meeting. Such a resolution may be passed by a simple majority of votes cast at the meeting (including votes cast by postal or email ballot).

(3) Taking ordinary decisions by written resolution without a general meeting

- (a) Subject to sub-clause (4) of this clause, a resolution in writing agreed by a simple majority of all the members who would have been entitled to vote upon it had it been proposed at a general meeting shall be effective, provided that:
 - i. a copy of the proposed resolution has been sent to all the members eligible to vote; and
 - ii. a simple majority of members has signified its agreement to the resolution in a document or documents which are received at the principal office within the period of 28 days beginning with the circulation date. The document signifying a member's agreement must be authenticated by their signature (or in the case of an organisation which is a member, by execution according to its usual procedure), by a statement of their identity accompanying the document or in such other manner as The Friends has specified.
- (b) The resolution in writing may comprise several copies to which one or more members has signified their agreement.
- (c) Eligibility to vote on the resolution is limited to members who are members of The Friends on the date when the proposal is first circulated in accordance with paragraph (a) above.
- (d) Not less than 12 members of The Friends may request the charity trustees to make a proposal for decision by the members.
- (e) The charity trustees must within 21 days of receiving such a request comply with it if:
 - i. The proposal is not frivolous or vexatious, and does not involve the publication of defamatory material;
 - ii. The proposal is stated with sufficient clarity to enable effect to be given to it if it is agreed by the members; and
 - iii. Effect can lawfully be given to the proposal if it is so agreed.
 - iv. Sub-clauses (a) to (c) of this clause apply to a proposal made at the request of members.

- (4) Decisions that must be taken in a particular way
 - (a) Any decision to amend this constitution must be taken in accordance with clause 29 (Amendment of Constitution).
 - (b) Any decision to wind up or dissolve The Friends must be taken in accordance with clause 30 (Voluntary winding up or dissolution). Any decision to amalgamate or transfer the undertaking of The Friends to one or more other CIOs must be taken in accordance with the provisions of the Charities Act.

11. General meetings of members

- (1) Types of general meeting
 - (a) There must be an annual general meeting (AGM) of the members of The Friends. The first AGM must be held within 18 months of the registration of The Friends, and subsequent AGMs must be held at intervals of not more than 15 months. The AGM must receive the annual statement of accounts (duly audited or examined where applicable) and the trustees' annual report, and must elect trustees as required under clause 13 (Appointment of charity trustees).
 - (b) Other general meetings of the members of The Friends may be held at any time.
 - (c) All general meetings must be held in accordance with the following provisions.
- (2) Calling general meetings
 - (a) The charity trustees:
 - i. must call the annual general meeting of the members of The Friends in accordance with sub-clause (1) of this clause, and identify it as such in the notice of the meeting; and
 - ii. may call any other general meeting of the members at any time.
 - (b) The charity trustees must, within 21 days, call a general meeting of the members of The Friends if:
 - i. they receive a request to do so from at least 12 of the members of The Friends; and
 - ii. the request states the general nature of the business to be dealt with at the meeting, and is authenticated by the member(s) making the request.
 - (c) If, at the time of any such request, there has not been any general meeting of the members of The Friends for more than 12 months, then sub-clause (b)(i) of this clause shall have effect as if six were substituted for 12.
 - (d) Any such request may include particulars of a resolution that may properly be proposed, and is intended to be proposed, at the meeting.
 - (e) A resolution may only properly be proposed if it is lawful, and is not defamatory, frivolous or vexatious.
 - (f) Any general meeting called by the charity trustees at the request of the members of The Friends must be held within 28 days from the date on which it is called.
 - (g) If the charity trustees fail to comply with this obligation to call a general meeting at the request of its members, then the members who requested the meeting may themselves call a general meeting.
 - (h) A general meeting called in this way must be held not more than 3 months after the date when the members first requested the meeting.
 - (i) The Friends must reimburse any reasonable expenses incurred by the members calling a general meeting by reason of the failure of the charity trustees to duly call

the meeting, but The Friends shall be entitled to be indemnified by the charity trustees who were responsible for such failure.

(3) Notice of general meetings

- (a) The charity trustees, or, as the case may be, the relevant members of The Friends, must give at least 21 clear days' notice of any general meeting to all of the members, and to any charity trustee of The Friends who is not a member.
- (b) If it is agreed by not less than 90% of all members of The Friends, any resolution may be proposed and passed at the meeting even though the requirements of sub-clause (3)(a) of this clause have not been met. This sub-clause does not apply where a specified period of notice is strictly required by another clause in this constitution, by the Charities Act or by the General Regulations.
- (c) The notice of any general meeting must:
 - i. state the time and date of the meeting;
 - ii. give the address at which the meeting is to take place;
 - iii. give particulars of any resolution which is to be moved at the meeting, and of the general nature of any other business to be dealt with at the meeting; and
 - iv. if a proposal to alter the constitution of The Friends is to be considered at the meeting, include the text of the proposed alteration;
 - v. include, with the notice of the AGM, the annual statement of accounts and trustees' annual report, details of persons standing for election or re-election as trustee, or where allowed under clause 22 (Use of electronic communications), details of where the information may be found on The Friends' website.
- (d) Such notice shall be deemed to have been delivered if properly given in accordance with clause 24 (Notices).
- (e) The proceedings of a meeting shall not be invalidated because a member who was entitled to receive notice of the meeting did not receive it because of accidental omission by the Friends or the relevant members required by this constitution to give notice.

(4) Chairing of general meetings

The person nominated as chair by the charity trustees under clause 19(2) (Chairing of meetings), shall, if present at the general meeting and willing to act, preside as chair of the meeting. Subject to that, the members of The Friends who are present at a general meeting shall elect a chair to preside at the meeting.

(5) Quorum at general meetings

- (a) No business may be transacted at any general meeting of the members of The Friends unless a quorum is present when the meeting starts.
- (b) Subject to the following provisions, the quorum for general meetings shall be seven members. An organisation represented by a person present at the meeting in accordance with sub-clause (7) of this clause, is counted as being present in person.
- (c) If the meeting has been called by or at the request of the members and a quorum is not present within 15 minutes of the starting time specified in the notice of the meeting, the meeting is closed.
- (d) If the meeting has been cancelled in any other way and a quorum is not present within 15 minutes of the starting time specified in the notice of the meeting, the chair must adjourn the meeting. The date, time and place at which the meeting will

resume must be notified to The Friends' members at least seven clear days before the date on which it will resume.

- (e) If a quorum is not present within 15 minutes of the start time of the adjourned meeting, the member or members present at the meeting constitute a quorum.
- (f) If at any time during the meeting a quorum ceases to be present, the meeting may discuss issues and make recommendations to the trustees but may not make any decisions. If decisions are required which must be made by a meeting of the members, the meeting must be adjourned.

(6) Voting at general meetings

- (a) Any decision other than one falling within clause 10(4) (Decisions that must be taken in a particular way) shall be taken by a simple majority of votes cast at the meeting (including postal and email votes). Every member has one vote.
- (b) A resolution put to the vote of a meeting shall be decided on a show of hands, unless (before or on the declaration of the result of the show of hands) a poll is duly demanded. A poll may be demanded by the chair or by at least 12 of the members present in person at the meeting.
- (c) A poll demanded on the election of a person to chair the meeting or on a question of adjournment must be taken immediately. A poll on any other matter shall be taken, and the result of the poll shall be announced, in such manner as the chair of the meeting shall decide, provided that the poll must be taken, and the result of the poll announced, within 30 days of the demand for the poll.
- (d) A poll may be taken:
 - i. at the meeting at which it was demanded; or
 - ii. at some other time and place specified by the chair; or
 - iii. through the use of postal or electronic communications.
- (e) Any objection to the qualification of any voter must be raised at the meeting at which the vote is cast and the decision of the chair of the meeting shall be final.
- (f) In the event of an equality of votes, whether on a show of hands or on a poll, the chair of the meeting shall have a second, or casting vote.

(7) Representation of organisations and corporate members

- (a) An organisation or a corporate body that is a member of The Friends may, in accordance with its usual decision-making process, authorise a person to act as its representative at any general meeting of The Friends.
- (b) The representative is entitled to exercise the same powers on behalf of the organisation or corporate body as the organisation or corporate body could exercise as an individual member of The Friends.

(8) Adjournment of meetings

The chair may with the consent of a meeting at which a quorum is present (and shall if so directed by the meeting) adjourn the meeting to another time and/or place. No business may be transacted at an adjourned meeting except business which could properly have been transacted at the original meeting.

(9) Postal and Email Voting

- (a) The Friends may, if the charity trustees so decide, allow the members to vote by post or email to elect charity trustees or to make a decision on any matter that is being decided at a general meeting of the members.

- (b) If postal and/or email voting is to be allowed on a matter, The Friends must send to members of The Friends not less than 21 days before the deadline for receipt of votes cast in this way:
 - i. a notice by email, if the member has agreed to receive notices in this way under clause 22 (Use of electronic communication); or
 - ii. a notice by post to all other members,
 including an explanation of the purpose of the vote and the voting procedure to be followed by the member, and a voting form capable of being returned by email or post to The Friends, as appropriate, containing details of the resolution being put to a vote, or of the candidates for election, as applicable.
- (c) The voting procedure must:
 - i. require the member's name to be at the top of the voting form;
 - ii. require the postal form or email to be authenticated in the manner specified in the voting procedure;
 - iii. specify the postal or email address for the votes to be returned to;
 - iv. specify the closing date and time for receipt of votes; and
 - v. state that any votes received after the closing date or not complying with the voting procedure will be invalid and not be counted.
- (d) Votes cast by post or email must be counted by charity trustees or a person or persons nominated by the charity trustees before the meeting at which the vote is to be taken, who must provide written confirmation of the number of valid votes received by post and email and the number of votes received which were invalid to the person chairing the meeting before the meeting.
- (e) A member who has cast a valid postal or email vote must not vote at the meeting. A member who has cast an invalid vote by post or email is allowed to vote at the meeting.
- (f) The result of the postal and/or email ballot shall not be disclosed until after votes taken by hand or by poll at or after the meeting have been counted. Only at this point shall the result of the valid votes received be declared, and these votes shall be included in the declaration of the result of the vote.
- (g) Any dispute about the conduct of a postal and/or email ballot must be referred initially to a panel set up by the charity trustees, to consist of two charity trustees and two persons independent of The Friends. If the dispute cannot be satisfactorily resolved by the panel, it must be referred to the Electoral Reform Society.

12. Charity trustees

(1) Functions and duties of charity trustees

The charity trustees shall manage the affairs of The Friends and may for that purpose exercise all the powers of The Friends. It is the duty of each charity trustee:

- (a) to exercise his or her powers and to perform his or her functions as a trustee of The Friends in the way he or she decides in good faith would be most likely to further the purposes of The Friends; and
- (b) to exercise, in the performance of those functions, such care and skill as is reasonable in the circumstances having regard in particular to:
 - i. any special knowledge or experience that he or she has or holds himself or herself out as having; and
 - ii. if he or she acts as a charity trustee of The Friends in the course of a business or profession, to any special knowledge or experience that it is reasonable to expect of a person acting in the course of that kind of business or profession.

- (2) Eligibility for trusteeship
 - (a) Every charity trustee must be a natural person.
 - (b) No one may be appointed as a charity trustee:
 - a. if he or she is under the age of 16 years; or
 - b. if he or she would automatically cease to hold office under the provisions of clause 15(1)(f)
 - (c) No one is entitled to act as a charity trustee whether on appointment or on any re-appointment until he or she has expressly acknowledged, in whatever way the charity trustees decide, his or her acceptance of the office of charity trustee.
 - (d) At least one of the charity trustees must be 18 years of age or over. If there is no trustee aged at least 18 years, the remaining charity trustee or trustees may act only to call a meeting of the charity trustees, or appoint a new charity trustee.
- (3) Number of charity trustees
 - (a) There must be at least three charity trustees. If the number falls below this minimum, the remaining trustee or trustees may act only to call a meeting of the charity trustees, or appoint a new charity trustee.
 - (b) There is no maximum number of charity trustees that may be appointed to The Friends.

- (4) First charity trustees
The first charity trustees of The Friends are:

Kevin Custis, Andrew Gazzard, Hewlyn Heywood, Derek Jenkinson, Peggy Khaw, Rachel Owen, Ruth Russell, Virginia Salter, Virginia Spence-Jones.

13. Appointment of charity trustees

- (1) Every trustee shall be appointed for a term of three years, subject to sub-clauses (2), (3) and (6) of this clause.
- (2) At every annual general meeting of the members of The Friends, one-third of the charity trustees shall retire from office. If the number of charity trustees is not three or a multiple of three, then the number nearest to one-third shall retire from office, but if there is only one charity trustee, he or she shall retire;
- (3) The charity trustees to retire by rotation shall be those who have been longest in office since their last appointment or reappointment. If any trustees were last appointed or reappointed on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot; in the case of any person who also held office as a charity trustee of Friends Association on the incorporation of The Friends, the date of their last appointment or reappointment shall mean the last date on which such person was appointed, as charity trustee of Friends Association, prior to the incorporation of The Friends.
- (4) The vacancies so arising may be filled by the decision of the members at the annual general meeting; any vacancies not filled at the annual general meeting may be filled as provided in sub-clause (5) of this clause;

- (5) The members or the charity trustees may at any time decide to appoint a new charity trustee, whether in place of a charity trustee who has retired or been removed in accordance with clause 15 (Retirement and removal of charity trustees), or as an additional charity trustee;
- (6) A person so appointed by the members of The Friends shall retire in accordance with the provisions of sub-clauses (2) and (3) of this clause. A person so appointed by the charity trustees shall retire at the conclusion of the next annual general meeting after the date of his or her appointment, and shall not be counted for the purpose of determining which of the charity trustees is to retire by rotation at that meeting.
- (7) The charity trustees may appoint a chairman, vice-chairman, treasurer and other officers from among their number for such terms as the charity trustees may determine and may delegate to them such of the powers and duties of the charity trustees as the charity trustees may determine.

14. Information for new charity trustees

The charity trustees will make available to each new charity trustee, on or before his or her first appointment:

- (a) a copy of this constitution and any amendments made to it; and
- (b) a copy of The Friends' latest trustees' annual report and statement of accounts.

15. Retirement and removal of charity trustees

- (1) A charity trustee ceases to hold office if he or she:
 - (a) retires by notifying The Friends in writing (but only if enough charity trustees will remain in office when the notice of resignation takes effect to form a quorum for meetings);
 - (b) is absent from three meetings of the charity trustees in any twelve-month period, or two consecutive annual general meetings of the member of the Friends, and in either case the trustees resolve that his or her office be vacated;
 - (c) dies;
 - (d) in the written opinion, given to The Friends, of a registered medical practitioner treating that person, has become physically or mentally incapable of acting as a charity trustee and may remain so for more than three months;
 - (e) is removed by the members of The Friends in accordance with sub-clause (2) of this clause; or
 - (f) is disqualified from acting as a charity trustee by virtue of section 178-180 of the Charities Act (or any statutory re-enactment or modification of that provision).
- (2) A charity trustee shall be removed from office if a resolution to remove that trustee is proposed at a general meeting of the members called for that purpose and properly convened in accordance with clause 11 (General meetings of members), and the resolution is passed by a two-thirds majority of votes cast at the meeting.
- (3) A resolution to remove a charity trustee in accordance with this clause shall not take effect unless the individual concerned has been given at least 14 clear days' notice in writing that the resolution is to be proposed, specifying the circumstances alleged to justify removal from office, and has been given a reasonable opportunity of making oral and/or written representations to the members of The Friends.

16. Reappointment of charity trustees

Any person who retires as a charity trustee by rotation or by giving notice to The Friends is eligible for reappointment.

Except in exceptional circumstances, a charity trustee who has served for three consecutive terms may not be reappointed for a fourth consecutive term, but may be reappointed after an interval of at least three years.

17. Taking of decisions by charity trustees

Any decision may be taken either:

- (1) at a meeting of the charity trustees; or
- (2) by resolution in writing or electronic form agreed by a majority of the charity trustees, which may comprise either a single document or several documents containing the text of the resolution in like form to which the majority of all the charity trustees has signified their agreement. Such a resolution shall be effective provided that:
 - (a) a copy of the proposed resolution has been sent, at or as near as reasonably practicable to the same time, to all of the charity trustees: and
 - (b) the majority of all the charity trustees has signified agreement to the resolution in a document or documents which has or have been authenticated by their signature, by a statement of their identity accompanying the document or documents, or in such other manner as the charity trustees have previously resolved, and delivered to the Friends at its principal office or such other place as the charity trustee may resolve.

18. Delegation by charity trustees

- (1) The charity trustees may delegate any of their powers or functions to a committee or committees, which shall be comprised as set out in clause 18(2)(a). If they do, they must determine the terms and conditions on which the delegation is made. The charity trustees may at any time alter those terms and conditions, or revoke the delegation.
- (2) This power is in addition to the power of delegation in the General Regulations and any other power of delegation available to the charity trustees, but is subject to the following requirements –
 - (a) a committee may consist of two or more persons, but at least one member of each committee must be a charity trustee. Other persons may, therefore, act as members of committees, notwithstanding that they are not charity trustees;
 - (b) the acts and proceedings of any committee must be brought to the attention of the charity trustees as a whole as soon as is reasonably practicable; and
 - (c) the charity trustees shall from time to time review the arrangements which they have made for the delegation of their powers.

19. Meetings and proceedings of charity trustees

- (1) Calling meetings
 - (a) Any charity trustee may call a meeting of the charity trustees.

- (b) Subject to that, the charity trustees shall decide how their meetings are to be called, and what notice is required.
 - (c) Such notice shall be deemed to have been delivered if properly given in accordance with clause 24 (Notices).
- (2) Chairing of meetings
- The charity trustees may appoint one of their number to chair their meetings and may at any time revoke such appointment. If no-one has been so appointed, or if the person appointed is unwilling to preside or is not present within 10 minutes after the time of the meeting, the charity trustees present may appoint one of their number to chair that meeting.
- (3) Procedure at meetings
- (a) No decision shall be taken at a meeting unless a quorum is present at the time when the decision is taken. The quorum is three charity trustees, or the number nearest to one third of the total number of charity trustees, whichever is greater, or such larger number as the charity trustees may decide from time to time. Such quorum must always include at least one of the chairman, vice-chairman or treasurer appointed under clause 13(7) above, unless at the relevant time there is no one who has been so appointed or all the persons so appointed are for any reason either unable to act or not entitled to vote on the matter in question. A charity trustee shall not be counted in the quorum present when any decision is made about a matter upon which he or she is not entitled to vote.
 - (b) Questions arising at a meeting shall be decided by a majority of those eligible to vote.
 - (c) In the case of an equality of votes, the chair shall have a second or casting vote.
- (4) Participation in meetings by electronic means
- (a) A meeting may be held by suitable electronic means agreed by the charity trustees in which each participant may communicate with all the other participants..
 - (b) Any charity trustee participating at a meeting by suitable electronic means agreed by the charity trustees in which a participant or participants may communicate with all the other participants shall qualify as being present at the meeting
 - (c) Meetings held by electronic means must comply with rules for meetings, including chairing and the taking of minutes.

20. Saving provisions

- (1) Subject to sub-clause (2) of this clause, all decisions of the charity trustees, or of a committee of charity trustees, shall be valid notwithstanding the participation in any vote of a charity trustee:
 - (a) who was disqualified from holding office;
 - (b) who had previously retired or who had been obliged by the constitution to vacate office;
 - (c) who was not entitled to vote on the matter, whether by reason of a conflict of interest or otherwise;
 if, without the vote of that charity trustee and that charity trustee being counted in the quorum, the decision has been made by a majority of the charity trustees at a quorate meeting.

- (2) Sub-clause (1) of this clause does not permit a charity trustee to keep any benefit that may be conferred upon him or her by a resolution of the charity trustees or of a committee of charity trustees if, but for clause (1), the resolution would have been void, or if the charity trustee has not complied with clause 7 (Conflicts of interest and conflicts of duty).

21. Execution of documents

- (1) The Friends shall execute documents either by signature or by affixing its seal (if it has one).
- (2) A document is validly executed by signature if it is signed by at least two of the charity trustees.
- (3) If The Friends has a seal:
 - (a) it must comply with the provisions of the General Regulations; and
 - (b) it must only be used by the authority of the charity trustees or of a committee of charity trustees duly authorised by the charity trustees. The charity trustees may determine who shall sign any document to which the seal is affixed and unless otherwise determined it shall be signed by two charity trustees.

22. Use of electronic communications

- (1) General

The Friends will comply with the requirements of the Communications Provisions in the General Regulations and in particular:

 - (a) the requirement to provide within 21 days to any member on request a hard copy of any document or information sent to the member otherwise than in hard copy form;
 - (b) any requirements to provide information to the Commission in a particular form or manner.
- (2) To The Friends

Any member or charity trustee of The Friends may communicate electronically with The Friends to an address specified by The Friends for the purpose, so long as the communication is authenticated in a manner which is satisfactory to The Friends.
- (3) By The Friends
 - (a) Any member or charity trustee of The Friends, by providing The Friends with his or her email address or similar, is taken to have agreed to receive communications from The Friends in electronic form at that address, unless the member has indicated to The Friends his or her unwillingness to receive such communications in that form.
 - (b) The charity trustees may, subject to compliance with any legal requirements, by means of publication on its website -
 - i. provide the members with the notice referred to in clause 11(3) (Notice of general meetings);
 - ii. give charity trustees notice of their meetings in accordance with clause 19(1) (Calling meetings); and
 - iii. submit any proposal to the members or charity trustees for decision by written resolution or postal or email vote in accordance with The Friends' powers under clauses 10 (Members' decisions), 17 (Taking of decisions by charity trustees), and 11 (9) Postal and Email voting.

- (c) The charity trustees must:
 - i. take reasonable steps to ensure that members and charity trustees are promptly notified of the publication of any such notice or proposal;
 - ii. send any such notice or proposal in hard copy form to any member or charity trustee who has not consented to receive communications in electronic form.

23. Keeping of Registers

The Friends must comply with its obligations under the General Regulations in relation to the keeping of, and provision of access to, registers of its members and charity trustees.

24. Notices

- (1) Notices may be sent by hand, by post or by suitable electronic means or, for members only, may be published on the Friends' website.
- (2) Subject to clause 22(3), the address at which a member or charity trustee is entitled to receive notices is the last address notified to the Friends by such member or charity trustee.
- (3) Any notice shall be deemed to have been received:
 - (a) 24 hours after being sent by electronic means or delivered by hand to the relevant address;
 - (b) two days after being sent by first class post to the relevant address;
 - (c) three days after being sent by second class post or overseas post to that address;
 - (d) on the date of publication on the Friends' website, if applicable;
 - (e) on being handed to the member or charity trustee personally; or
 - (f) if earlier, as soon as the member or charity trustee acknowledges actual receipt.
- (4) A technical defect in the giving of notice of which The Friends are unaware at the time does not invalidate decisions taken at a meeting.

25. Minutes

The charity trustees must keep minutes of all:

- (1) appointments of officers made by the charity trustees;
- (2) proceedings at general meetings of The Friends;
- (3) meetings of the charity trustees and committees of charity trustees including:
 - (a) the names of the trustees present at the meeting;
 - (b) the decisions made at the meetings; and
 - (c) where appropriate the reasons for the decisions;
- (4) decisions made by the charity trustees otherwise than in meetings.

26. Accounting records, accounts, annual reports and returns, register maintenance

- (1) The charity trustees must comply with the requirements of the Charities Act with regard to the keeping of accounting records, to the preparation and scrutiny of statements of accounts, and to the preparation of annual reports and returns. The statements of accounts, reports and returns must be sent to the Commission, regardless of the income of The Friends, within 10 months of the financial year end.

- (2) The charity trustees must comply with their obligation to inform the Commission within 28 days of any change in the particulars of The Friends entered on the Central Register of Charities.

27. Rules

The charity trustees may from time to time make such reasonable and proper rules or bye laws as they may deem necessary or expedient for the proper conduct and management of The Friends, but such rules or bye laws must not be inconsistent with any provision of this constitution. Copies of any such rules or bye laws currently in force must be made available to any member of The Friends on request.

28. Disputes

If a dispute arises between members of The Friends about the validity or propriety of anything done by the members under this constitution, and the dispute cannot be resolved by agreement, the parties to the dispute must first try in good faith to settle the dispute by mediation before resorting to litigation.

29. Amendment of constitution

As provided by sections 224-227 of the Charities Act:

- (1) This constitution can only be amended:
 - (a) by resolution agreed in writing by all members of The Friends; or
 - (b) by a resolution passed by a 75% majority of votes cast at a general meeting of the members of The Friends.
- (2) Any alteration of clause 3 (Objects), clause 30 (Voluntary winding up or dissolution), this clause, or of any provision where the alteration would provide authorisation for any benefit to be obtained by charity trustees or members of The Friends or persons connected with them, requires the prior written consent of the Commission.
- (3) No amendment that is inconsistent with the provisions of the Charities Act or the General Regulations shall be valid.
- (4) A copy of any resolution altering the constitution, together with a copy of The Friends' constitution as amended, must be sent to the Commission within 15 days from the date on which the resolution is passed. The amendment does not take effect until it has been recorded in the Register of Charities.

30. Voluntary winding up or dissolution

- (1) As provided by the Dissolution Regulations, The Friends may be dissolved by resolution of its members. Any decision by the members to wind up or dissolve The Friends can only be made:

- (a) at a general meeting of the members of The Friends called in accordance with clause 11 (General meetings of Members,) of which not less than 14 days' notice has been given to those eligible to attend and vote:
 - i. by a resolution passed by a 75% majority of those voting, or
 - ii. by a resolution passed by decision taken without a vote and without any expression of dissent in response to the question put to the general meeting; or
 - (a) by a resolution agreed in writing by all members of The Friends.
- (2) Subject to the payment of all The Friends' debts:
- (a) Any resolution for the winding up of The Friends, or for the dissolution of The Friends without winding up, may contain a provision directing how any remaining assets of The Friends shall be applied.
 - (b) If the resolution does not contain such a provision, the charity trustees must decide how any remaining assets of The Friends shall be applied.
 - (c) In either case the remaining assets must be applied for charitable purposes the same as or similar to those of The Friends.
- (3) The Friends must observe the requirements of the Dissolution Regulations in applying to the Commission for The Friends to be removed from the Register of Charities, and in particular:
- (a) the charity trustees must send with their application to the Commission:
 - i. a copy of the resolution passed by the members of The Friends;
 - ii. a declaration by the charity trustees that any debts and other liabilities of The Friends have been settled or otherwise provided for in full; and
 - iii. a statement by the charity trustees setting out the way in which any property of The Friends has been or is to be applied prior to its dissolution in accordance with this constitution;
 - (b) the charity trustees must ensure that a copy of the application is sent within seven days to every member and employee of The Friends, and to any charity trustee of The Friends who was not privy to the application.
- (4) If The Friends is to be wound up or dissolved in any other circumstances, the provisions of the Dissolution Regulations must be followed.

31. Interpretation

In this constitution:

"Charities Act" means the Charities Act 2011, or any statutory re-enactment or modification of that provision.

"charity trustee" means a charity trustee of The Friends.

"Communications Provisions" means the Communications Provisions in Part 9 of the General Regulations.

"connected person" means:

- (a) a child, parent, grandchild, grandparent, brother or sister of the charity trustee;
- (b) the spouse or civil partner of the charity trustee or of any person falling within sub-clause (a) above;

- (c) a person carrying on business in partnership with the charity trustee or with any person falling within sub-clause (a) or (b) above;
- (d) an institution which is controlled –
 - i. by the charity trustee or any connected person falling within sub-clause (a), (b), or (c) above; or
 - ii. by two or more persons falling within sub-clause (d) (i), when taken together.
- (e) a body corporate in which –
 - i. the charity trustee or any connected person falling within sub-clauses
 - ii. to (c) has a substantial interest; or
 - iii. two or more persons falling within sub-clause (e) (i) who, when taken together, have a substantial interest.

Section 118 of the Charities Act applies for the purposes of interpreting the terms used in this constitution.

"Dissolution Regulations" means the Charitable Incorporated Organisations (Insolvency and Dissolution) Regulations 2012.

"Friends Association" means Friends of Moorfields Eye Hospital (an unincorporated association) of Moorfields Eye Hospital, 162 City Road, London EC1V 2PD (registered charity number 228637).

"General Regulations" means the Charitable Incorporated Organisations (General) Regulations 2012.

A "poll" means a counted vote or ballot, usually (but not necessarily) in writing.



**Friends of
Moorfields
Eye Hospital**



Friends of Moorfields (FoM) Strategy 2022-2027

Introduction and Background

2017 – 2022 saw FoM deliver an ambitious and challenging strategy as we aimed to significantly increase the number of volunteers, set up and develop the Health Information Hub, continue to provide grants and to ensure that Friends remain sustainable and legitimate. We are very proud of our achievements and this new plan sets out ways to continue to grow and develop the organisation.

In early 2022 Moorfields Eye Hospital NHS Foundation Trust (MEH) revised its strategy, building on the previous 2017-22 re-fresh while making it fit for today's context. The new MEH strategy:

- Reaffirms the MEH motivation that “People’s Sight Matters”
- Outlines the guiding values of “Excellence, equity and kindness” at the forefront of eye care
- And provides a focus for transformation over the next five years: “Working together to discover, develop and deliver excellent eye care, sustainably and at scale”.

FoM fully endorse this strategy and is committed to supporting MEH to deliver on all its objectives. However, this strategic plan focuses on ways that FoM can best use its resources to support MEH with its ambitions in respect of experience and innovation:

Experience

- Working with our patients, staff and charity partners to ensure patients reliably experience high quality care in accordance with our values of excellence, equity and kindness.
- Optimising our systems, infrastructure and capabilities to deliver excellent care that addresses inequalities in outcomes, access and experience.

Innovation

- Advancing global eye care practice by embedding research and innovation in everything we do.
- Realising the full potential of our world-class digital infrastructure and clinical, imaging and biological datasets.

During the past 5 years over 50 volunteers have gone on to paid employment at Moorfields.

Legal Structure, Purposes and Mission

FoM is established as a charitable incorporated organisation registered in 2015. It has a sister charity Friends of Moorfields Eye Hospital which was established in 1963. Both organisations are registered charities.

FoM concentrate on hands-on improvement of the patient experience throughout MEH and its networks. We do this through the provision of volunteers throughout MEH at City Road and its larger network sites to guide and support patients attending eye clinics. FoM also provides staff dedicated to improving patient awareness of general leaflet and video information produced by MEH about their treatment and conditions; the financial support of qualified MEH staff who run buddying and other patient mutual support systems, and who act as play therapists for children attending clinics; the hosting of fun events to improve staff morale, and a variety of other initiatives designed to provide front-line support to enhance the experience of patients and staff attending MEH.

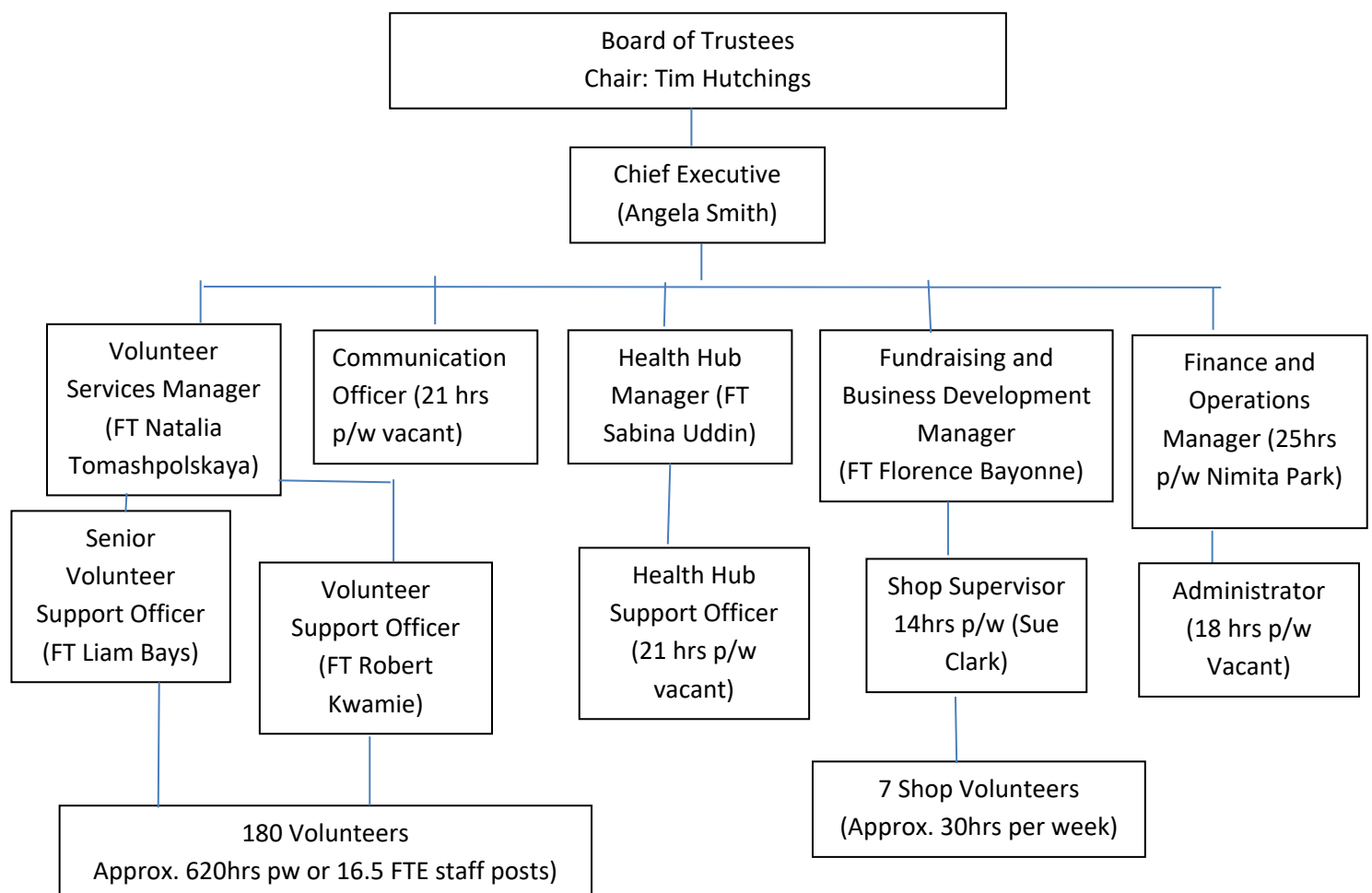
Our Mission: “To Support Moorfields to provide Equity, Excellence and Kindness at the forefront of eyecare”

Our Vision: “That everyone who comes to Moorfields for whatever reason has the best possible experience”

FoM Strategic Objectives 2022 – 2027

1. To Provide an Effective, Efficient and Diverse Volunteer Service
2. To Support MEH in the delivery of Patient Information, Engagement and Education
3. To Support Staff and Volunteer Wellbeing (MEH and Friends)
4. To Remain a Sustainable and Respected Organisation.

Friends Organisational Chart: April 2022



Strategic Objective 1: To Provide an Effective, Efficient and Diverse Volunteer Service

This is Friend's primary objective, and the area that we allocate most of our resources to.

Effective: To ensure that the roles the volunteers are undertaking are needed and wanted by the trust, and that they have the necessary skills to take on these tasks.

Efficient: To ensure that we make the best possible use of the volunteers' time and place the right people in the right roles.

Diverse: To promote equal opportunities for all and to ensure that the volunteer team is truly reflective of the patients and staff at Moorfields in terms of age, gender, ethnicity, religion, and sexuality.

Current Position

We employ a full time Volunteer Services Manager and two full time Volunteer Support Officers, who also have approx. 200 volunteers working in various roles both in City Road and some of the satellite sites. We have had to be very reactive during the 2020-21 Covid-19 pandemic and be extremely flexible to fill roles which have kept patients, staff, and other visitors as safe as possible. These new roles include queue management, assisting with PPE, assisting with navigating a one-way system and providing remote telephone support to patients who may be anxious about attending their appointments.

We also have a committed team working in The Friends Shop, as well as contributing to fundraising activities.

By 2027 we will aim to:

- Continue to run the existing volunteer service to the high standard already established, both at City Road, and in the satellite sites where appropriate. This will involve
 - More integration with hospital at all levels to ascertain what MEH want from volunteers, and that MEH staff listen to and respect volunteers.
 - Continue to expand the role for volunteers supporting patients attending on their own, also facilitating patients to talk to each other. This could be in clinics, wards, injection clinics and theatres.

- Understand the requirements for volunteers in Oriel and a clear strategy for delivering this, including:
 - The 'last half mile'
 - The transition period
 - New and existing volunteer roles at the new site
- Establish a clear link between volunteering and gaining paid employment at Moorfields and/or other NHS careers, with an increased number of volunteers moving to paid employment.
- Provide development opportunities for all volunteers to gain new skills and improve their experience

Key actions to achieve this:

1. Complete a volunteer skills audit for existing volunteers and for new starters.
2. Provide training for volunteers about specific eye conditions
3. Improve interaction between FoM staff and volunteers
4. Create clearer role descriptions and share them with all volunteers and members of MEH staff.
5. Ask MEH staff to complete a survey giving feedback about their experience with volunteers.
6. Establish a formal relationship with MEH Workforce Team and Apprentice Scheme

Strategic Objective 2: To Support MEH in the delivery of Patient Information, Engagement and Education

We will achieve this through our management of the Health Information Hub and our engagement with the Young People's forums.

Current Position:

We employ a full time Health Hub Manager, who is both a registered nurse and an Eye Clinic Liaison Officer. We have also funded various educational films about different conditions. We also pay the salary for 2.5 play therapists who engage with children in the RDCEC.

By 2027 we will aim to:

- Supply the Health Hub in City Road with digital equipment to demonstrate IT solutions for people with various levels of sight
- Move the Health Hub to a prominent position in Oriel

- Handle approx. 4,000 patient enquiries per year
- Promote awareness raising days throughout the year
- Have a team of trained volunteers supporting in the hub every day
- Spend time in clinics and diagnostic hubs to reach more patients
- Remain on the MEH Sight Loss Awareness Committee, the Patient Information Committee and join any other relevant working groups or committees

Key actions to achieve this:

1. Purchase and secure relevant equipment for the hub
2. Expand the team to include a part time Health Hub Support Officer
3. Identify relevant clinics and hubs and liaise with consultants and clinic staff to reach the most patients
4. Work with the MEH patient information team and communication team to promote eye health and highlight various conditions and treatments

Strategic Objective 3: To Support Staff and Volunteer Wellbeing (MEH and Friends)

We will achieve this by organising social events and funding small projects that benefit MEH staff wellbeing. We will also continue to run the hospital shop, providing a quick and affordable drinks and snack option for staff.

Current Position:

We hold a Christmas party for volunteers and have had one summer social event (due to Covid-19 restrictions we were unable to have one for the last two years). We manage the hospital Shop, providing drink and snack options for staff as well as patients. We fund certain parts of the Arts programme and are represented on the Arts Committee. We also fund fish tanks and flower beds to make the hospital a more pleasant environment for staff as well as patients.

By 2027 we will aim to:

- Hold a Christmas party and Summer Social event for all volunteers each year
- Arrange regular social events for MEH staff
- Fund or support a number of small projects that directly benefit MEH staff

- Ensure the shop remains open Mon – Friday and consider reopening Saturdays and evenings if needed

Key actions to achieve this:

1. Work closely with MEH Workforce and Wellbeing team to identify suitable projects to support
2. Identify venues and plan events that will be able to cater for 100+ people
3. Have a clear events programme in place

Strategic Objective 4: To Remain a Sustainable and Respected Organisation.

Current Position:

We receive £100K per year from Moorfields Eye Charity and have been successful in several other small grant applications. We have been very fortunate to receive numerous legacies each year leaving us with enough reserves to operate for approx. 8 years, however without legacy income we are spending more than we bring in each year.

We are highly respected in MEH and are represented on many committees. Our CEO has monthly 1:1 meetings with MEH CEO and Director of Nursing, Quarterly meetings with the Medical Director and Chief Operating Officer (COO). The COO is a FoM Trustee.

We provide support for staff training and development including individual training budgets for staff members, as well as facilitated awaydays and other events.

By 2027 we will aim to:

- Have a clear reserves policy in place and allocate excess funds to projects
- Secure grants from other Trusts, NHS England, and Government funding
- Secure £10K+ each year from commercial fundraising from local businesses
- Increase our number of regular donors by 25%
- Continue to maintain excellent relationships with colleagues at MEH and MEC
- Increase income from our Shop to return it to a profitable outfit

Key actions to achieve this:

1. Form a working group to look at our fundraising strategy and make recommendations for income generation
2. Employ a Communication Officer to help maximise opportunities
3. Improve our website and social media engagement
4. Produce presentation templates
5. Commission a short film to be made about the work we do
6. Continue to ensure staff receive training and development support

Friends of Moorfields Eye Hospital SWOT analysis

Strengths	Weakness
Commitment of Trustees and loyal supporters' group.	Database too small to achieve a break-even budget from individual donors and collections.
Low staff turnover and motivated team	Highly reliant on key individuals in staff team - lack of succession planning.
Good reputation amongst hospital staff and in the local community	High and unexplained reserve fund.
Support from Trust's Executive Team	Not producing Peacock Magazine and email bulletin since 2019
Highly visible in the hospital - the Shop, health hub and volunteer desks are a way of promoting Friends.	Website currently not being updated regularly
Large team of visible volunteers in green uniforms	
Strong branding that clearly links with 'Moorfields Family'	
Good CRM and financial management database systems	

A good, clear 'story' and ability to demonstrate what money raised is used for Supported MEH throughout the Covid-19 pandemic Excellent record for successful grant applications (We have been awarded over £500K in past 5 years)	
Opportunities	Threats
Relationships with local business community Potential to grow and develop the Health Hub Visibility in the network sites Changes to personnel in MEH Exec and Senior Management Team Positioning in Oriel	Competition from other organisations focusing on fund raising and service delivery Changes to personnel in the MEH Exec and Senior Management team Competition for visibility in the hospital